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Executive Registry
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MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Deputy Director (Support) / *S/O Key & Jans*SUBJECT : Establishment of School of International
Communism

1. Dating back almost to the time I was appointed Director of Training in January 1951, I have been convinced that the most important educational job to be done for all levels of CIA employees is to make them aware of the true nature of International Communism as a key instrument in Soviet foreign policy. A realistic awareness of the meaning of Communism ought to be a basic part of the motivation of all career employees. Additionally, adequate knowledge and trained judgment of Communist philosophy, organization, psychology, and tactics are essential elements in the equipment of all intelligence officers. I am alarmed by the ignorance of and lack of concern with this subject demonstrated by many of our young employees and by the limited understanding and superficial approach expressed by many of our senior officers.

2. If my conviction is in any way correct, you might well ask why I as your Director of Training have done so little to remedy this situation. Our effort has been a meagre one in relation to the magnitude of the problem: a one-day orientation for all incoming clerical personnel; a one-week orientation on Communism and the USSR in the Basic Orientation Course; the Course on World Communism of four weeks, given to a limited number of DD/P personnel; and, the three-week course on Anti-Communist Operations for DD/P. We have made no dent in the DD/I area, where I believe the junior analysts and even senior analysts would profit from a professional course or courses on the strategy and tactics of International Communism.

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3. Perhaps our most significant training in these fields over the past several years has been that which has been conducted for foreign intelligence services and high government officials of friendly nations. American ambassadors in various countries have testified as to the usefulness and significance of this contribution, as have also a number of Agency station chiefs. Other U. S. agencies have shown an interest in our instruction, particularly USIA, which regularly sends two senior officials to each offering of our Course on World Communism. You may not have realized that Mr. Streibert's briefing of the President's Cabinet and other government officials, was based wholly, even to the use of visual aids, on a 22-hour course he and his staff members were given by your Office of Training.

4. But the fact remains that we have still scratched only the surface in instructing CIA staff employees in this subject. There are two reasons why this is so. Urgent requirements for other types of training have had to be given priority in their claims on OTR time and resources. And until now, I have not been able to find a man with the ability and knowledge to pull together the bits and pieces of instruction into a consistent program and to coordinate the efforts of the OTR instructors who have competence in this field.

5. Because I had become increasingly concerned over what we are failing to do in this area, I initiated, some months ago, a careful study of the entire problem. After balancing the not inconsiderable OTR assets in this field against what I believe to be the need, I am now prepared, with your approval, to put into action a plan which seems to me of major significance to the Agency and possibly outside the Agency.

6. In brief, I propose to establish within OTR a School of International Communism and the USSR. The faculty will consist of seven instructors who are already in OTR and have established their competence to teach in this field. The Chief of the School will be Mr. [redacted] well known to you and recognized throughout the Agency as an expert in the field. Harry will devote his entire time to the new School until June 1957, when he returns to the DD/P. I propose to replace him at that time with a recognized authority on Communism and the USSR, either from within CIA or from the academic world.

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7. In the initial phase, the School will concern itself with the broadening and intensification of instruction within CIA. The following planned changes may be cited: (a) the extension from one to two weeks of the Communism-USSR orientation for all professional CIA personnel in the Basic Orientation Course; (b) provision of a one-day orientation for all clerical personnel; (c) substantial revision of the advanced course on Communism and of the Anti-Communist Operations course; (d) preparation of detailed curricula for providing instruction in Communism and operations against Communist parties for the increasing number of foreign intelligence services we are teaching in this field both in Washington and abroad; (e) preparation of a course on the Strategy and Tactics of World Communism specifically tailored for analysts in DD/I.

8. In its second phase, the School could well assume responsibility for providing instruction in this field required by other agencies of the government. We are, as you know, already assisting both USIA and the Foreign Service Institute in their instruction in this field. The most recent instance of the growing recognition outside of CIA of the need for more adequate indoctrination and training for U. S. government personnel has been the proposal initiated at the last meeting of the Inter-agency Committee on Training, that all government employees going abroad to work should be given a common course of instruction in International Communism. A need undoubtedly exists for Communism orientation courses for domestic agencies as well. And it is possible that members of Congress might desire to call on the services of our experienced lecturers and discussion leaders. I do not see this service to other agencies as a one-way street, however. As the School gained stature, it would benefit from reciprocal assistance, both personal and substantive.

9. An eventual third phase for the activity of a CIA faculty on Communism might well be to provide such orientation and training as may be desired outside the government. We are at present slightly active in this field, and I can envisage a useful service being provided to the public through helping establish lecture courses, giving assistance in the preparation of curricula, or promoting radio and television programs. These activities could be carried out either as a recognized

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and publicly acknowledged activity of CIA or through a nominal unofficial cover organization.

10. In its initial phase, certainly, the School can be set up within OTR by internal reallocation of instructors, without requirement for additional positions or personnel. The Office of Training is fortunate in having a group of individuals so well qualified by experience and training to form such a cadre. (See Tab A.) The reorganization will lead to a much more efficient and coordinated use of their knowledge and skills. It is intended that the School will work closely with other units in the Agency concerned with Communism. It will, I believe, develop over the next several years into an increasingly professional and authoritative central point for the provision of instruction on Communism and the USSR.

11. Whether the School's mission and capabilities will warrant expansion at a later date is a question best answered after the School itself and the requirements become firmly established. I realize that your formal approval is not required for the proposed initial phase, but I would like to have your approval in principle for the second step involving the expanded service to other agencies. I am submitting my ideas to you informally, to provide a basis for a discussion I would appreciate the opportunity to have with you on the entire subject.

SIGNED

MATTHEW BAIRD
Director of Training

Attachment:

Tab A

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